#### Headquarters U.S. Air Force

Integrity - Service - Excellen ce

## **Personnel Update**



Lt Gen Roger Brady Deputy Chief of Staff, Personnel

**U.S. AIR FORCE** 



#### Overview

- □ Force Development
- Service Delivery
- □ Force Shaping
- Culture of Airmer





### Force Development Enlisted Leadership Levels

- Tactical Level Development Gaining knowledge and experience in primary skill through job-related skill development (Tech school, OJT, FTD, etc) combined with educational and leadership experiences (ALS, Professional Development Seminars) and off-duty education. Junior enlisted through TSgt are normally at the tactical level
- Operational Level Development Widening of experience and leadership ability within a family of skills through progressive leadership roles, special duties, military education (NCOA and SNCOA), and other educational opportunities. Normally, SNCOs at flight, on up to base-level CMSgts are operational level leaders. These are our key NCO expeditionary leaders
- Strategic Level Development Opportunities to gain breadth of experience, leadership and managerial perspective to support institutional AF and joint efforts. For enlisted this normally is for top SNCOs who will/may be assigned to key positions at MAJCOM, Air Staff, and unified commands. CMSAF, MAJCOM CCMs, Career Field Managers, top leaders at Air Staff and AFPC are examples of strategic level enlisted leaders



#### Force Development

#### • What it's about:

- Accomplishing AF missions
- Right People ... Right Place ... Right Time -- with the skills, knowledge, and experience necessary to win our nations wars
- Creating and growing leaders capable of taking our Air Force to the next level of excellence
- What it's not about:
  - Development for its own sake
  - Developing everyone the same
  - Your next promotion



# Force Development (Enlisted)

- Updating and Defining Roles and Responsibilities of CCMs
  - CCM IPT (May 03)
  - Rewriting AFI 36-2609, CMSAF and CCM Programs
- Clarifying Role of College in Enlisted Development
  - Enlisted Voluntary Education IPT (Jun 04)
  - Drafting CMSAF Perspective
- Define SNCO, 1st Sgt, CCM Combat Leadership Requirements
  - GWOT/OIF Enlisted Lessons Learned IPT (Jun 04)
  - Coordinating Recommendations with Process Owners
- On the Horizon
  - Update Enlisted Force Structure (Fall 04)
  - Developmental Assignments IPT (Fall 04)



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## What's Really

- Face-to-face support only where Personnel presence is required
  - Migrate transactions to the web and contact center
- Prioritize contact center stand-up USAA model
- Establish objective MSS and MAJO organizations
  - Smaller footprint -- reallocate save to warfighter



"...But you'll always be able to talk to a human being!"



# Getting to the Delivery Model...

Force Development Transformation

#### **FDT LAB**

**Honors & Awards\*** 

**Debts** 

**Evaluations** 

Reenlistments

**Retirement\*** 

**Disciplinary Actions** 

**Promotions** 

Records Mgt\*

**Compensation & Pay** 

Termination\*

Inprocessing / Outprocessing

**Assignments\*** 

**Duty Status Change\*** 

**Voluntary Education\*** 

Family Status Change\*

Classification

**Employee Management Relations** 

Readiness\*

**Education Administration\*** 

PERSCO\*

**Testing** 

Accessions

**Education & Training Spiral\*** 

**Manpower Spiral\*** 

**Civilian Unique Labs** 







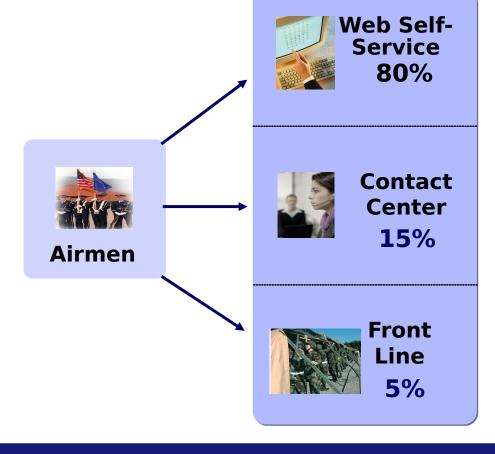




\*Combined Mil/Civ Labs



# A New Way of Delivering Services



- Assignment management
- In/Out-processing
- Voluntary separation processing
- Retirement processing
- Retirement counseling
- Family status changes
- Missing evaluations
- Technical assistance on selfservice applications
- Newcomer orientation
- Family support
- ID cards
- Testing
- Casualty assistance

Make services less costly...and more convenient for Air Force People

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#### A New Role for the Personnelist

- Change focus from Personnel transactions to:
  - Advising commanders at base and MAJCOM
  - Supporting Force Development teams
  - Problem solving, career counseling, and readiness

Mission Support Squadron (MSS)

**MAJCOM DP** 

- MSS Commander
- Force Development Advisor
- Manpower Advisor
- Readiness
- AKAY GOM DP
- Force Development Advisor

- Employee & Labor Relations
- Classification/ Resource Management
- Career Counselor
- Legal/Policy Advisor
- Senior Officer Management Advisor
- Readiness Advisor

**Change Focus to Developing Airmen** 

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# What's Not Changing?

- Commander's domain
  - Counseling / mentoring
  - Morale & discipline
- Commander advisory support
  - Senior officer management
  - Readiness
  - Family programs
  - Equal opportunity / diversity
  - Focus on warfighter support





Keep the "Personal" in Personnel



## PERSCO Support





AIR FORCE CONTACT
CENTER

FIELD ASSISTANCE CENTER

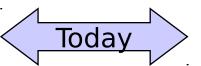


- Deployed 15 January2004
  - Update Assignment Preferences
  - Update SGLI Forms
  - Correct Duty History
  - Correct Evals / Decs Errors
  - Update Personal info, i.e. address
  - Deployed MPF
  - MANPER-B



## In-garrison Support







MPF



•Services only available through vMPF - started 15 Mar 04



- Emergency data update
- •RNLTD / DEROS Changes
- Humanitarian / EFMP
- Proof of Service Letter

vMPF



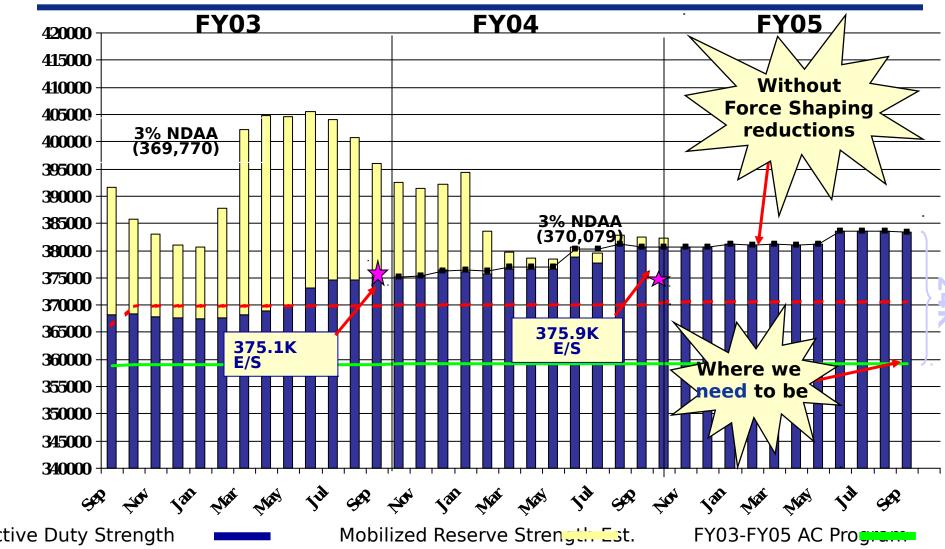
#### **Overview**

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## Force Shaping

- Over accessions, historic retention AF projected 24K over end-strength by end of FY05 w/o Force Shaping initiatives
  - FY05 target is 359.7K; projected to be at approximately 383K
- Force Shaping Phase 1 Feb-Mar 04
  - Included PALACE CHASE transfers, LADSC waivers, DOS rollbacks
  - Yielded 2,545 additional retirements/separations
- Force Shaping Phase 2 Implemented Jun 04
  - Opens Phase 1 aperture
  - Career Job Reservations (CJR)
  - Approves 20+ year retirement applications
  - Introduces 2-yr TIG for O-6/5s
  - Yield at ~2,200 as of 30 Jul 04
- Cuts accessions by 14K focuses cut on overmanned AFSCs





## Managing the Stress

No increase in end strength "Transformation means shifting resources from bureaucracy to the battlefield"
- SecDef Rumsfeld

- Approved methodology to monitor all AFSCs
- Adjust our skill mix while getting down to authorized end strength
- Stress factored into accession redux protect most stressed
- Convert mil to civ positions -- when appropriate
- "Health of the Fleet" reviews at CORONA South and FDC
- Overhaul manpower requirements determination

Focus on our Core Competency...Developing Airmen



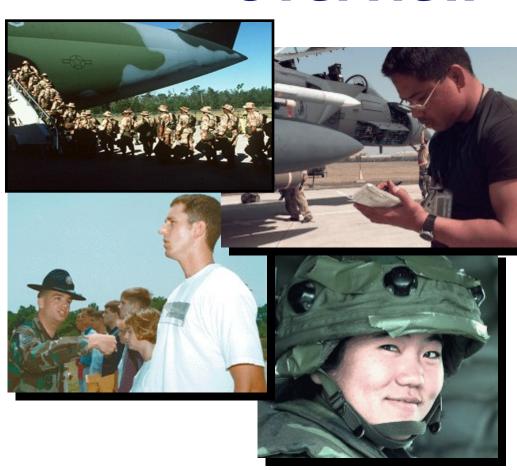
#### **Overview**

**V** Force Development

**Force Shaping** 

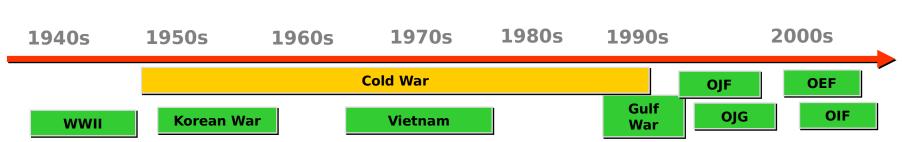
Service Delivery

Culture of Airmen



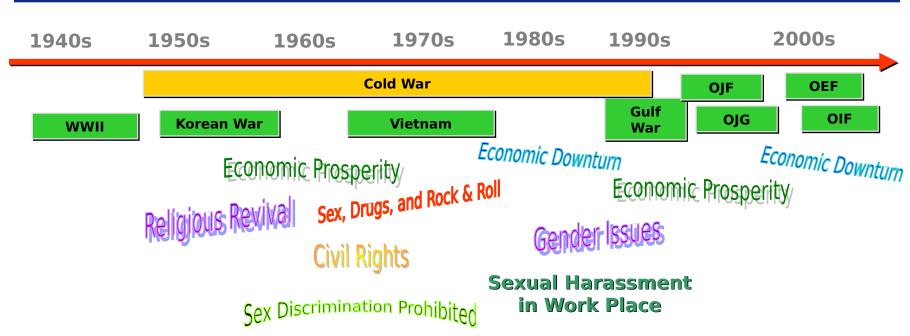


#### The USAF in the USA



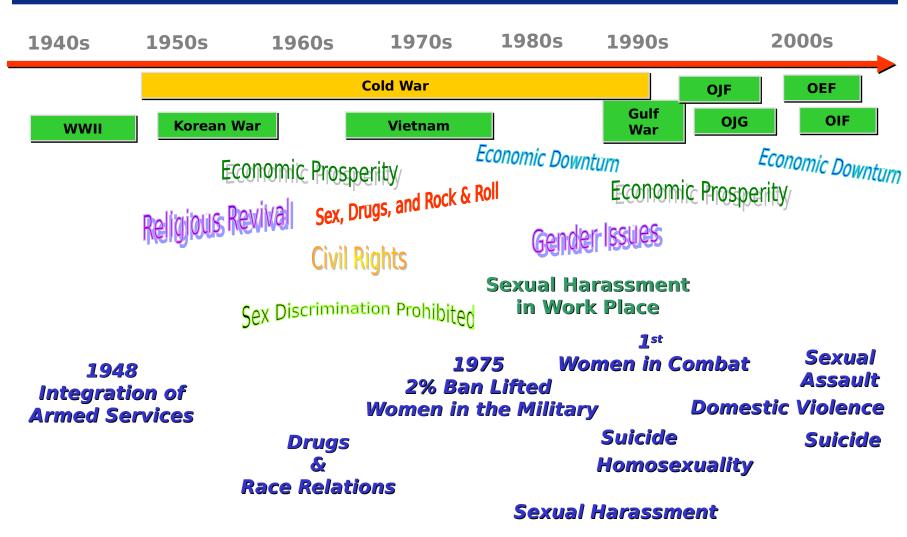


#### The USAF in the USA





#### The USAF in the USA





#### Things Are Different...

## **Top 5 Disciplinary Problems in Public Schools**

<b>1950</b> s	2000s
•Talking	•Drug Abuse
•Chewing Gum	•Alcohol Abuse
<ul><li>Making Noise</li></ul>	•Pregnancy
<ul><li>Running in Halls</li></ul>	•Suicide
<ul><li>Getting out of turn in line</li></ul>	•Rape



#### Things <u>Are</u> Different...



A WIND OF CHANGE WAS SWEEPING THROUGH THE OLD BUNKHOUSE. AND ZEKE DIDN'T CARE FOR IT ONE LITTLE BIT.



#### **Compliance**

- Obey law
- Limiting liability
- Avoid negative consequences and publicity
- Maintain StatusQuo

Reactive





"Look, I can't promise I'll change, but I can promise I'll pretend to change."



Compliance	Justice/Equit y
<ul> <li>Obey law</li> <li>Limiting liability</li> <li>Avoid negative consequences and publicity</li> <li>Maintain Status Quo</li> </ul>	<ul> <li>Do the right thing fairness</li> <li>Attempt to equalize result to make up for past - level the playing field</li> <li>Treat everyone the same after that</li> <li>Mutual Respect</li> </ul>
Reactive	





"It seems that the other auto companies are using something called crash-test dummies."

Models of Change



Compliance	Justice/Equit y	Mission Imperatives
<ul> <li>Obey law</li> <li>Limiting liability</li> <li>Avoid negative consequences and publicity</li> <li>Maintain Status Quo</li> </ul>	<ul> <li>Do the right thing fairness</li> <li>Attempt to equalize result to make up for past - level the playing field</li> <li>Treat everyone the same after that</li> <li>Mutual Respect</li> </ul>	<ul> <li>Pursue changes for sake of AF, not for individuals or groups</li> <li>Optimize talents, perspectives, experience of diverse force</li> <li>Nurture the attitudes and values critical to success</li> </ul>
Reactive		Proactive

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#### Deal With the Present ... Shape the Future

- Learn about the current, pressing issues
- Take positive action to address the problem
- Build the culture for the future

